# CAREER GUIDE FOR POLICE & DETECTIVES SUPERVISORS/MANAGERS

SOC Code: 33-1012

Pay Band(s): 5, 6 and 7 (Salary Structure)

**Standard Occupational Description:** Supervise and coordinate activities of members of police force.

First-Line Supervisors/Manager of Police and Detectives positions in the Commonwealth are assigned to the following Roles in the <u>Law Enforcement Career Group:</u>

Law Enforcement Officer III

Law Enforcement Manager I

Law Enforcement Manager II

Law Enforcement Manager III

While First-Line Supervisors/Managers of Police and Detectives within the Commonwealth are all located within the Law Enforcement Career Group, individuals may want to pursue other opportunities within the Commonwealth depending upon individual training, education, knowledge, skills, abilities, and interests.

Other Career Group(s) that may be of interest are:

Emergency Services
Forensic Science
Probation and Parole
Public Safety Compliance
Security Services

# **SKILLS, KNOWLEDGE, ABILITIES AND TASKS**

(Technical and Functional Expertise)

#### Skills

<u>Note</u>: The technical and functional skills listed below are based on general occupational qualifications for First-Line Supervisors/Managers of Police and Detectives commonly recognized by most employers. Typically, you will not be required to have all of the skills listed to be a successful performer. Recruitment and selection standards for an individual state job must be based on the specific knowledge, skills, and abilities for that job as indicated in the job announcement and job description in the Employee Work Profile.

- 1. Considering the relative costs and benefits of potential actions to choose the most appropriate one.
- 2. Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- 3. Motivating, developing, and directing people as they work, identifying the best people for the iob.
- 4. Talking to others to convey information effectively.

- 5. Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- 6. Communicating effectively in writing as appropriate for the needs of the audience.
- 7. Understanding written sentences and paragraphs in work related documents.
- 8. Adjusting actions in relation to others' actions.
- 9. Bringing others together and trying to reconcile differences.
- 10. Managing one's own time and the time of others.

### Knowledge

<u>Note</u>: The technical and functional knowledge statements listed below are based on general occupational qualifications for First-Line Supervisors/Managers of Police and Detectives commonly recognized by most employers. Typically, you will not be required to have all of the knowledge listed to be a successful performer. Recruitment and selection standards for an individual state job must be based on the specific knowledge, skills, and abilities for that job as indicated in the job announcement and job description in the Employee Work Profile.

## The **Knowledge** of:

- 1. Laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.
- 2. Relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions.
- 3. Structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- 4. Principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.
- 5. Business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
- 6. Human behavior and performance; individual differences in ability, personality, and interests; learning and motivation; psychological research methods; and the assessment and treatment of behavioral and affective disorders.
- 7. Principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- 8. Principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.
- 9. Transmission, broadcasting, switching, control, and operation of telecommunications systems.
- 10. Circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming.

#### **Abilities**

<u>Note</u>: The technical and functional abilities listed below are based on general occupational qualifications for First-Line Supervisors/Managers of Police and Detectives commonly recognized by most employers. Typically, you will not be required to have all of the abilities listed to be a successful performer. Recruitment and selection standards for an individual state job must be based on the specific knowledge, skills, and abilities for that job as indicated in the job announcement and job description in the Employee Work Profile.

## The **Ability** to:

- 1. Communicate information and ideas in speaking so others will understand.
- 2. Combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).
- 3. Listen to and understand information and ideas presented through spoken words and sentences.
- 4. Apply general rules to specific problems to produce answers that make sense.
- 5. Tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
- 6. Read and understand information and ideas presented in writing.
- 7. Speak clearly so others can understand you.
- 8. Communicate information and ideas in writing so others will understand.
- 9. Identify and understand the speech of another person.
- 10. Arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, and mathematical operations).

#### Tasks

<u>Note</u>: The following is a list of sample tasks typically performed by First-Line Supervisors/Managers of Police and Detectives. Employees in this occupation will not necessarily perform all of the tasks listed.

- 1. Explain police operations to subordinates to assist them in performing their job duties.
- 2. Inform personnel of changes in regulations and policies, implications of new or amended laws, and new techniques of police work.
- 3. Supervise and coordinate the investigation of criminal cases, offering guidance and expertise to investigators, and ensuring that procedures are conducted in accordance with laws and regulations.
- 4. Investigate and resolve personnel problems within organization and charges of misconduct against staff.
- 5. Train staff in proper police work procedures.
- 6. Maintain logs, prepare reports, and direct the preparation, handling, and maintenance of departmental records.
- 7. Monitor and evaluate the job performance of subordinates, and authorize promotions and transfers.
- 8. Direct collection, preparation, and handling of evidence and personal property of prisoners.
- 9. Develop, implement and revise departmental policies and procedures.
- 10. Conduct raids and order detention of witnesses and suspects for questioning.

## **INTERESTED?**

Like people, occupations have traits or characteristics. These characteristics give important clues about the nature of the work and work environment, and give you an opportunity to match your own personal interests to a specific occupation. When you choose a job in an occupation that matches your own interests you have taken an important step in planning a successful and rewarding career.

The occupation of First-Line Supervisors/Managers of Police and Detectives has **Enterprising**, **Social** and **Realistic** characteristics as described below:

**Enterprising** — Enterprising occupations frequently involve starting up and carrying out projects. These occupations can involve leading people and making many decisions. Sometimes they require risk taking and often deal with business.

**Social** — Social occupations frequently involve working with, communicating with, and teaching people. These occupations often involve helping or providing service to others.

**Realistic** — Realistic occupations frequently involve work activities that include practical, hands-on problems and solutions. They often deal with plants, animals, and real-world materials like wood, tools, and machinery. Many of the occupations require working outside, and do not involve a lot of paperwork or working closely with others.

## LICENSURE, REGISTRATION, OR CERTIFICATION REQUIREMENTS

With the exception of sworn law enforcement personnel, certification and licensure is not generally required of First-Line Supervisors and Manager positions in state government.

However, to improve career opportunities, certification from the Department of Criminal Justice Services (DCJS) would be beneficial.

DCJS Certification is a requirement of all sworn officers. A DCJS form 21 is filed with the Department of Criminal Justice Services for all sworn officers certifying that minimum training requirements are met. This agency certifies all law enforcement training academies, all instructors, and all sworn law enforcement officers in their ability to carry and use firearms, drive high speed police vehicles, use radar, and perform certain first aid and other duties. This certification is maintained and renewable through the DCJS.

Having a Valid Driver's License is a requirement in most cases.

# **EDUCATIONAL, TRAINING, AND LEARNING OPPORTUNITIES**

The Department of Labor provides the following information:

Law enforcement agencies are encouraging applicants to take postsecondary school training in law enforcement-related subjects. Many entry-level applicants for police jobs have completed some formal postsecondary education and a significant number are college graduates. Many junior colleges, colleges, and universities offer programs in law enforcement or administration of justice. Other courses helpful in preparing for a career in law enforcement include accounting, finance, electrical engineering, computer science, and foreign languages. Physical education and sports are helpful in developing the competitiveness, stamina, and agility needed for many law enforcement positions. Knowledge of a foreign language is an asset in many Federal agencies and urban departments.

Continuing training helps police officers, detectives, and special agents improve their job performance. Through police department academies, regional centers for public safety employees established by the States, and Federal agency training centers, instructors provide annual training in self-defense tactics, firearms, use-of-force policies, sensitivity and communications skills, crowd-control techniques, relevant legal developments, and advances in law enforcement equipment. Many agencies pay all or part of the tuition for officers to work

toward degrees in criminal justice, police science, administration of justice, or public administration, and pay higher salaries to those who earn such a degree.

The Virginia Department of State Police <a href="http://www.vsp.state.va.us/personnel\_career.htm">http://www.vsp.state.va.us/personnel\_career.htm</a> offers additional educational opportunities to include: college tuition reimbursement program; police administrator schools, such as the F.B.I. National Academy and the Southern Police Institute; in-house training toward Bachelor's and Master's degrees through Virginia Commonwealth University conducted at the Training Academy.

Typically law enforcement agencies have a career progression plan which promotes supervisors and managers through the ranks. More information on supervisory and management careers in law enforcement with the Virginia Department of State Police may be found at their website: <a href="http://www.vsp.state.va.us/">http://www.vsp.state.va.us/</a>.

The Department of Criminal Justice Services establishes training criteria for instructors and to receive certification as a law enforcement training academy. Their web site offers many links to training requirements and opportunities. They may be found at: http://www.dcjs.state.va.us/.

## **COMMONWEALTH COMPETENCIES**

Competencies are a set of identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and the organization. Competencies can be observed and measured. When consistently demonstrated, competencies make employees particularly effective in their work. Competencies help lay out a road map to career success. You can use the Commonwealth Competencies to help improve your individual performance by adopting behaviors that make high performing employees successful in their jobs. In this way, you can use the Commonwealth Competencies for your further professional development.

## The Commonwealth Competencies are:

- 1. Technical and Functional Expertise
- 2. Understanding the Business
- 3. Achieving Results
- 4. Serving the Customer
- 5. Teamwork
- 6. Interpersonal and Communication Skills
- 7. Leadership and Personal Effectiveness

The above competencies may be applied to employees throughout the Commonwealth of Virginia. They can be rank-ordered by agencies and hiring managers to represent the needs of a specific job. The rank ordering will change depending upon the occupation, an organization's priorities, the actual job requirements, and the supervisor's preferences.

Career success is both about what you do (applying your technical knowledge, skills, and ability) and how you do it (the consistent behaviors you demonstrate and choose to use) while interacting and communicating with others. Hopefully, by studying the Commonwealth competencies, identifying your developmental opportunities, and working to refine your own competence, you can take charge of your career!

For additional information about the **Commonwealth Competencies** go to: <a href="http://jobs.state.va.us/cc\_planningctr.htm">http://jobs.state.va.us/cc\_planningctr.htm</a>. For the competencies, we first list the competencies and then define each. Finally, we list competency indicators; to describe what successful performance looks like.

## **COMMONWEALTH CAREER PATH**

Career opportunities in the Commonwealth are not limited to moving "up" to the next highest role and pay band, changing positions, or to becoming a supervisor. That's because most roles describe a broad group of occupationally related positions that perform a range of work that requires increased knowledge and skills. For that reason, Commonwealth roles describe the career paths within the same or higher-level role for the same or different Career Group. The broad salary range and the Commonwealth's pay practices provide flexibility in recognizing career development and advancement. (Salary Structure)

## For example: First-Line Supervisors/Managers of Police and Detectives

PAY BAND	PRACTITIONERS ROLES
5	Law Enforcement Officer III

PAY BAND	MANAGERS ROLES
5	Law Enforcement Manager I
6	Law Enforcement Manager II
7	Law Enforcement Manager III

#### **Sample Career Path**

#### Law Enforcement Officer III

The Law Enforcement Officer III role provides career tracks for officers that exercise the highest level of judgment, maturity, and <u>expertise</u> to perform specialized enforcement and support functions and/or supervision of others. This career track is for employees performing in the more technical and complex non-supervisory jobs, such as special agents, investigators or Trooper-Pilots in an Aviation unit, or as supervisors of significant law enforcement education or training programs.

### Law Enforcement Manager I

The Law Enforcement Manager I role provides career tracks for managers that range from first line supervisors responsible for work activities within a specific program or geographical area to managers performing work through subordinate supervisors in a specific jurisdiction, geographic region, or statewide basis. Employees plan, organize, and direct enforcement activities to achieve goals and objectives usually within well-defined resource allocations. May prepare budgets and authorizing expenditures; review and complete administrative reports; and coordinate staff, programs, and equipment for the accomplishment of agency's objectives.

#### Law Enforcement Manager II

The Law Enforcement Manager II role provides career tracks for managers ranging from midlevel supervisors, responsible for supervising investigative staff or a specialized unit, to senior command managers managing major law enforcement programs and a large staff. Senior managers in this role manage programs with multiple components and subordinate managers requiring extensive managerial competencies. Duties may include managing and directing law enforcement, criminal, and administrative operations; coordinating and directing complex criminal investigations; planning, monitoring, and evaluating budgets and allocation of resources; and managing communications, administrative support, and staff training and development programs.

#### Law Enforcement Manager III

The Law Enforcement Manager III role provides a career track for managers serving as assistant directors to director of the state's most complex law enforcement operations. Duties encompass major operational areas, such as, administrative and field operations, the development of comprehensive policies and programs in response to governmental and legislative mandates, and statewide oversight of complex and diverse administrative support and law enforcement operations at the director and assistant director levels. The agency's law enforcement mission, policy, and goals and objectives are determined at this level.

## **ADDITIONAL OCCUPATIONAL INFORMATION CAN BE FOUND AT:**

O\*NET (Occupational Information Network)

http://online.onetcenter.org/gen\_search\_page
Virginia Employment Commission
http://www.alex.vec.state.va.us/

Career One Stop <a href="http://www.careeronestop.org/">http://www.careeronestop.org/</a>

Virginia Career Resource Network http://www.vacrn.net/